



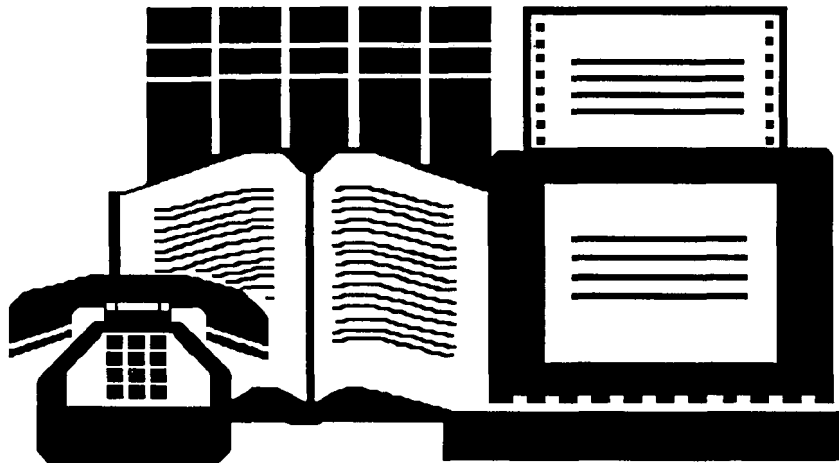
Selected Management Articles

Managing a Diverse Work Force



MANAGING A DIVERSE WORK FORCE

SEPTEMBER 1990



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TABLE OF CONTENTS

INTRODUCTION

I.	A Diverse Work Force	1
II.	Managing Diversity	5
III.	Valuing Diversity	13
IV.	Training a Diverse Work Force	15
V.	Case Studies	19
VI.	Additional Sources: Books and Audiovisual Materials	22
	EPA Headquarters Library Management Collection List of Management Bibliographies	25

Managing a Diverse Work Force

INTRODUCTION

Work Force 2000, a report issued by the U.S. Bureau of Labor Statistics, has indicated that the composition of the national work force is changing from predominantly white male to a more diverse composition with the addition of large numbers of women, Afro-Americans, Hispanics, and other minorities. This trend will accelerate in the coming years. Many companies have recognized the need for sensitivity awareness and training in managing a culturally diverse work force by hiring consultants or developing their own in-house programs.

Government agencies, too, are beginning to deal with concerns generated by a changing work force. The U.S. Environmental Protection Agency has been directed by Deputy Administrator F. Henry Habicht II to address work force diversity issues in the Agency by forming a committee to study past practices and current attitudes. The EPA Cultural Diversity Committee is headed by Clarence Hardy, Deputy Director, Office of Human Resources Management.

This bibliography was developed for EPA managers and staff for use in understanding the issues involved in managing a diverse work force. It provides summaries of articles and citations of books and audiovisual materials. The bibliography was compiled using the following databases: ABI/INFORM, Management Contents, Magazine Index, accessed through DIALOG, and NEXIS, accessed through Mead Data Central. The source of each abstract is indicated following the abstract.

Other EPA Headquarters Library management bibliographies are listed at the back of this bibliography. For copies of the articles listed in this bibliography or for other library management information services, contact Anne Twitchell, Head Reference Librarian, EPA Headquarters Library, 382-5922, or E-mail address A.TWITCHELL.

I. A DIVERSE WORK FORCE

The Future Has Arrived, Survey Finds: Growing Number of Minority Workers, Others Predictions in Place Now

Swoboda, Frank

The Washington Post July 20, 1990 p.F1

The future is now. Many of the demographic changes predicted for the work force by the turn of the century are already in place, according to a new study based on research by the Hudson Institute which updates its original Workforce 2000 report. The new study shows that most companies have not yet developed new programs to deal with the problems of recruiting, training and managing employee diversity. (Abstract created from text of article.) (NEXIS)

Smashing the Glass Ceiling

Hilliard, Sheryl

Black Enterprise v21 n1 August 1990 pp.99-108

US corporations in the 1990s will be attempting to: 1. regain a leadership position in technology, 2. reorganize in the aftermath of mergers and acquisitions, and 3. manage an increasingly diverse workforce. Companies are also continuing to downsize workforces under the positive direction of right sizing. The Black Enterprise Corporate Roundtable, formed in 1987, reconvened in May 1990 to assess how well blacks survived the first round of corporate downsizing activities and to clarify the role of black professionals in the restructuring of American business in the 1990s. According to James G. Kaiser of Corning Glass Works, the best way for black professionals to prepare for senior management is to move back and forth between staff and line positions. Sheila Clark of Dow Jones and Co. Inc. believes that there is an increase in the recruitment on black college campuses from small and mid-sized companies. Although Walter C. Vertreace of Amerada Hess Corp. feels that the struggle for black middle managers is just as serious now as it was 35 years ago, the talent for advancement exists in today's businesses and universities. (ABI/INFORM)

Face of the Future: The Changing Federal Work Force

Federal Times v26 n18 June 18, 1990 pp.11-26

A special supplement to the Federal Times examines changing trends in the federal work force and workplace. Among the articles are ones on changing management styles and the growing

percentage of minorities in the federal labor force. There are numerous graphs and tables, including one showing a breakdown of minorities by federal department. (Abstract created from text of article.) (NEXIS)

How to build cross-cultural bridges; Cross-cultural communications

Parnell, Myrtle; Vanderkloot, Jo
Communication World v6 July-August 1989 p.40(3)

Work force diversity requires thoughtful planning if people not normally used to working together are expected to adjust to each others' values, styles of thinking and working and to learn the culture of the corporation. To have a successful multicultural work force we must first recognize that the differences are real, develop employee awareness and respect for differences. What are the signs in a multicultural work force of possible cultural or racial problems? The following is a list of some of the symptoms: Physical distance, Lateness, Silence, Absenteeism. (Abstract created from text of article.) (NEXIS)

Overcoming cultural and language barriers.

Thiederman, Sondra
Personnel Journal v67 December 1988 p.34(4)

Human resource professionals often give poor evaluations to foreign-born applicants and workers because of language barriers and cultural differences. Accents usually are not a reliable way to assess a person's educational level or language ability. It is also crucial to be aware of workers' levels of understanding. Some may pretend to understand to save face or to avoid challenging authority. Supervisors need to be aware of verbal and nonverbal signals that reveal a lack of comprehension on the employee's part. (Management Contents)

Meet your new work force.

Nelton, Sharon
Nation's Business v76 July 1988 p.14(6)

Little by little senior executives and management experts are recognizing that vast demographic shifts demand a new way of running things--an approach often called "managing diversity." Avon Products brought in Roosevelt Thomas of the American Institute for Managing Diversity to help identify the subtle "negative assumptions" that existed in Avon's culture. Subsequently Avon created two new positions: directors of

multicultural planning, one for the corporate office, another for a major division. Avon has had some measurable success, i.e., increasing the number of minorities at the director's level. (Abstract created from text of article.) (NEXIS)

The Year 2000 Worker

Jones, Roberts T.

Association Management v40 n6 June 1988 pp.14,16

According to "Workforce 2000," a study commissioned by the Labor Department from the Hudson Institute, the year 2000 will see more women, older persons, minorities, and disadvantaged people in the labor force. In addition, the labor pool will be comprised of fewer and less qualified individuals available for recruitment. When addressing this situation, companies will: 1. pay higher wages to attract and retain the best employees, 2. provide basic training for immigrants and retraining for professional level employees to meet an evolving marketplace, and 3. reevaluate policies that discourage women, older persons, and the disadvantaged from entering the workforce. Innovative employers already are examining flexible work hours and job sharing as well as maternity and paternity leave. Another area being studied is cafeteria benefit plans. (ABI/INFORM)

Beyond EEO: Toward Pluralism.

Shipper, Frances C.; Shipper, Frank M.

Business Horizons v30 n3 May-June 1987 pp.53-61

By recognizing and using the pluralistic workforce, companies can reap certain competitive advantages, including reaching diverse markets and improving problem solving. In establishing a pluralistic corporate culture, the key issues are: 1. creating an awareness of pluralism, 2. developing communication and action channels, and 3. using and developing employees. A company can communicate its position on diversity by adopting an internal communications plan and awareness training plans and by building an image in the community as a leader in pluralism. Diversity can be cultivated by creating a range of resources for employees who feel they need help in dealing with discrimination and by performing a periodic organizational survey to see if conditions are improving. To capitalize on diversity, it is effective to: 1. provide a career/life management process, 2. tap the existing diversity by mixing employees in work groups, and 3. give priority to identifying resources in underutilized groups in planning for management succession. (ABI/INFORM)

Spanish-Speaking Employees in American Industry

de Forest, Mariah E.

Business Horizons v27 n1 January/February 1984 pp.14-17

To take advantage of the emerging Hispanic workforce, US firms must learn something about Hispanic culture and psychology. Among the most common complaints found to be signs of mismanagement in plants relying on Hispanic workers are: 1. supervisors unable to communicate well in Spanish, 2. a lack of bilingual foremen, and 3. failure to accommodate Hispanic holidays and familial traditions. Important aspects of Hispanic culture and psychology include: 1. an emphasis on family solidarity, 2. a tradition of authoritarianism and self-abnegation, and 3. a distrust of those in government and high places. Companies must understand such characteristics to manage an Hispanic workforce effectively. Some guidelines for achieving this result include: 1. Train supervisors in proper attitude, manners, and methods of dealing with Hispanics. 2. Keep Hispanics informed in Spanish of work rules, hours, and safety rules. 3. Hire a personnel executive specializing in 2-way communications to deal with problems and questions of Hispanics. (ABI/INFORM)

Preparing for Diversity: The Year 2000

Hutchens, Spencer, Jr.

Quality Progress v22 n10 Oct 1989 pp.66-68

The American Society for Quality Control Inc. (ASQC) must be considered a success as a professional society, with membership growing at an average annual rate of 9% for the last 5 years. The rise of the service industries and the implications for ASQC are familiar, but there is another demographic challenge facing the society as the year 2000 approaches: the changing workforce. The US workforce grew at an increasing rate from 1940 to 1980 because of the baby boom and the number of women entering the workforce, but in the 1980s and 1990s, labor force growth will fall to its lowest rate since the 1930s as a result of the baby bust. Workforce 2000, a report funded by the US Department of Labor and prepared by the Hudson Institute, identifies 3 groups from which workers will be drawn: 1. women, 2. African-, Hispanic-, and Asian-American and members of ethnic groups, and 3. immigrants, both legal and illegal. Corporate experimentation in areas such as child care are under way in order to draw the future employee. References. Graphs. (ABI/INFORM)

II. MANAGING DIVERSITY

Managing diversity

Geber, Beverly

Training: the Magazine of Human Resources Development v27

July 1990 p.23(8)

Companies should examine their hiring, management, and training procedures for subtle barriers preventing workers from achieving their full career potential regardless of ethnic and cultural backgrounds, and encourage managers through awareness training to examine their management styles for similar barriers. A corporate policy articulating the valuing and managing of diversity will enable companies to attract and retain quality workers from a changing labor pool that is rapidly becoming dominated by women and ethnic minorities. The steps firms can take to manage the culturally diverse workforce of the 21st century include: surveying employees directly to identify their complaints and needs; examining corporate culture and history to identify underlying values; and making changes in corporate structure and policies to meet the needs of its employees. (Management Contents)

I give up: is it valuing diversity or managing diversity?

Geber, Beverly

Training: the Magazine of Human Resources Development v27

July 1990 p.26(2)

Companies that want to effectively address the issue of the cultural and ethnic diversity of their employees should be able to distinguish between valuing and managing diversity. Firms valuing diversity appreciate individuality and avoid pre-judging workers based on their cultural and ethnic backgrounds. Managing diversity can be accomplished in a relatively short time through a system of training sessions, subordinate feedback, and performance appraisals coupled with rewards. Training employees to manage diversity encourages them to do something differently, while training them to value diversity encourages them to change their attitudes. (Management Contents)

Education Forms Common Bond

Castelli, Jim

HR Magazine v35 n6 June 1990 pp.46-49

A shrinking labor supply and a growing proportion of women and

of businesses that have made managing diversity a priority is still small, but it is growing rapidly and already includes giants like AT&T. Caryl Stern, who runs the Anti-Defamation League's Workplace of Difference program, says that the organization looks at diversity management as a job skill. Hal Burlingame, AT&T senior vice-president for human resources, says that companies that do a good job of valuing and effectively managing diversity in the 1990s will have a competitive advantage over the ones that do not. E. I. du Pont de Nemours & Co. is another leader in the diversity field. Among other things, the company has a course on managing diversity for managers. Those who have been working on diversity believe that it is a broader and potentially more successful approach than affirmative action programs. (ABI/INFORM)

Past tokenism: to make minority hiring pay off, top companies are working to learn how to 'manage diversity.'

Mabry, Marcus

Newsweek v115 May 14, 1990 p.37(3)

Businesses from oil companies to white-show consulting firms are beginning to respond to the demands of "Workforce 2000", the new buzzword for a labor force that is gradually being transformed by women and minorities. Companies usually start the learning process by hiring consultants to conduct "diversity seminars." Many companies don't just want to teach whites how to manage nonwhites better; they aim to give minorities the tools they need to move into management. As Dallas consultant Thomas Raleigh puts it, the need for diversity management "isn't based on morality and being nice. It's based on sheer, raw economic necessity." (Abstract created from text of article.) (Magazine Index)

Managing Diversity: Companies Must Be Prepared for a 'Rainbow' of Cultures in the Work Force

Foran, Pat

The Business Journal of Milwaukee v7 n29 April 30, 1990.
sec.2. p.12.

Early in the 21st century white American males will represent the newest class of minorities in the work force. Demographic shifts are already changing the country's recruiting, hiring and promoting practices. As a result, a new management philosophy is making the rounds within personal and human resource circles: managing cultural diversity. Several consultants cited Time Insurance Company as one of the more progressive firms in terms of managing cultural diversity. Time officials have developed a variety of team building programs to help their diverse work force to build better communication bridges. Other programs are

designed to make the leadership style of Time's managers and supervisors more conducive to managing diversity. (Abstract created from text of article.) (NEXIS)

Black Exec Seeks Diversity

Hillkirk, John

USA Today April 24, 1990 p.5

R. Roosevelt Thomas is the black president of the American Institute for Managing Diversity at Morehouse College in Atlanta. Thomas maintains that corporations need to go beyond setting affirmative action goals and the hiring of women and minorities, that they need to learn to manage diversity. Corporate executives must be sensitized to cultural and lifestyle differences. (Abstract created from text of article.) (NEXIS)

Get Ready for the New Work Force

Dreyfuss, Joel

Fortune v121 n9 April 23, 1990 pp.165-181

According to the Bureau of Labor Statistics, annual workforce growth in the US will slow dramatically, from 2% a year for the 1976-1988 period to 1.2% for the span between 1988 and 2000. Only 32% of new entrants to the workforce will be white men. Women will make up about 47% of workers, and minorities and immigrants will hold 26% of all jobs. The buzzword for recruiting, training, and promoting this new rainbow coalition of workers is "managing diversity." To survive the population shifts and to prosper amid them, companies are training workers to be more tolerant of language and cultural differences, to identify and reject any racial and sexual prejudices, and to be more accommodating to the handicapped. Corporations are also launching literacy programs, allowing more flexible work schedules, and providing child care. To manage this changing workforce successfully, companies must also: 1. learn to recognize and appreciate individual differences, 2. be prepared to bend the rules, and 3. search widely when recruiting. Graphs. (ABI/INFORM)

From Affirmative Action to Affirming Diversity

Thomas, R. Roosevelt, Jr.

Harvard Business Review v68 n2 March/April 1990 pp.107-117

More than 1/2 the US workforce now consists of minorities, immigrants, and women, which means that white, native-born males, though undoubtedly still dominant, are themselves a statistical minority. As a result, companies are faced with the problem of

surviving in a fiercely competitive world with a workforce that consists and will continue to consist of unassimilated diversity. Managing diversity means enabling all members of the workforce to perform to their potential. To realize satisfactory performance from this new workforce, companies need to: 1. clarify their motivation and vision, 2. expand their focus, 3. audit their corporate culture, 4. modify their assumptions, 5. modify their systems and models, 6. help their employees pioneer, and 7. continue affirmative action. The reason for moving beyond affirmative action to managing diversity is because affirmative action fails to deal with the root causes of prejudice and inequality and does little to develop the full potential of every individual in the company. (ABI/INFORM)

Managing Diversity

Haight, Gretchen

Across the Board v27 n3 March 1990 pp.22-29

A report from the Department of Labor, 'Workforce 2000', forecasts that by the year 2000, women and minorities will account for 85% of the net increase in the US workforce. These statistics have sparked interest by corporations in learning to manage a mixed workforce. Many forward-thinking firms have elected to engage in management diversity training, and a popular method selected by over 1000 businesses is a videotape series by Copeland-Griggs. The series presents situations which expose hidden beliefs and business practices which detract from managing minority workers. Affirmative action programs developed at Hughes Aircraft, Xerox, and Security Pacific Bank are profiled to illustrate positive steps taken by the firms to manage work force diversity. (Management Contents)

Improving the Accuracy of Stereotypes Within the Workplace

Falkenberg, Loren

Journal of Management v16 n1 March 1990 pp.107-118

A social cognition model of stereotyping is developed, with a focus on identifying conditions that lead to more accurate stereotypes of minority-status individuals. The classification of individuals and their resulting status assignments provides the background for delineating the processes underlying the maintenance and revision of stereotypes. The relevance of the model is shown through its application to gender stereotypes in the workplace. In the short term, gender stereotypes are reinforced in the workplace through attribution. When women succeed at "male tasks," their success is explained through situational factors. To reduce the perceived threat, men invoke stereotypes that delineate women as unsuitable for desired jobs.

There are 3 major implications of the model: 1. Stereotyping is a cognitive process upon which humans are dependent. 2. The probability of stereotypes changing is relatively low, given the high information processing demands in most organizations. 3. Stereotypes change slowly because a relatively long period is required to accumulate enough instances of nonstereotypic behaviors to warrant revising a stereotype. Charts. References. (ABI/INFORM)

Management Development That Values Diversity

Mandell, Barbara; Kohler-Gray, Susan
Personnel v67 n3 March 1990 pp.41-47

Through objective identification of individuals' key competencies and a company's development needs, a new management development model can help individual managers meet their goals while helping the company meet its objectives. This model consists of several phases. The "Life in the Organization" phase of the model acknowledges that all managers in today's (and tomorrow's) workforce are faced with the complex demands of a changing culture. Organizations that are committed to the retention and advancement of a diverse management population can begin working on the Life in the Organization phase by offering workshops that foster the understanding and valuing of differences. This component also should provide individual career growth opportunities and organizational strategies aimed at hiring, developing, retaining, and advancing able men and women of various backgrounds. The new model requires a clear break from the stereotypical concept of "manager" that prevails in most management development programs. (ABI/INFORM)

The Continental Divide: Coping With Cultural Gaps

Forrest, Anne B.
Communication World v5 n7 June 1988 pp.20-23

Even though a large number of Western managers work in Hong Kong, which has long been an international crossroads, wide cultural gaps continue to exist between Occidental and Oriental worlds. A public relations office in Hong Kong reveals, in microcosm, differences between the 2 business cultures. While English frequently is used in Hong Kong business, the Chinese often take things literally and fail to appreciate American humor. Conversely, many from the US fail to recognize the importance of dignity or "face" in Asia. In addition, cultural misunderstandings in Hong Kong are compounded by the fact that many office staffs may consist of Americans, Asians, British, Australians, and other nationalities, each with distinctive cultural differences. Thus, consultants who understand cultural

differences can help the Western companies that are doing business in Asia. Further, personnel should learn as much about the host country and its people as possible and should develop a long-term perspective. (ABI/INFORM)

Breaking Through to Foreign-Born Employees

Thiederman, Sondra

Management World v17 n3 May/June 1988 pp.22-23

A wide variety of immigrant groups have the tendency to resist taking the initiative on duties, but this cultural difference is most commonly found among Asian or Hispanic populations. The roots of this attitude are: 1. a strong respect for authority, and 2. the fear of loss of face. Awareness and education, however, will provide the solution to this frustrating problem. Managers must make newly hired foreign-born employees aware that taking the initiative, even if it is a mistake, is better than waiting to be told what to do. Errors that inevitably will occur must be corrected without hurting the pride of the employee. Foreign-born employees not only are concerned with the loss of face, but also with causing embarrassment to the managers giving the directions. Employees with heavy accents do not necessarily have a problem understanding English. In educating the foreign-born employee, the entire staff must: 1. be patient, but not patronizing, and 2. speak slowly and distinctly. (ABI/INFORM)

Learning to manage a multicultural workforce.

Copeland, Lennie

Training: the Magazine of Human Resources Development v25 May 1988 p.48(5)

Minorities and women will constitute 75 percent of those people entering a shrinking US work force within a few years. Managers must learn to manage and value cultural diversity, rather than operate on rules predicated on a white male work force. Not understanding cultural differences and responding to diverse attitudes and perspectives can set up minority workers for failure and an adverse effect on business operations. The four main problems that must be addressed are: stereotypes and related assumptions, the impact of actual cultural differences, double standards and unwritten rules for behavior and success, and the often 'club'-like culture of a business environment. Managing a diverse work forces requires: asking what assumptions one is making, ensuring all employees are invited into the club, sharing unwritten rules, and appreciating diversity. (Management Contents)

Managing Diversity: Grappling with Changes in the Work Force

Schacter, Jim

Los Angeles Times April 17, 1988. pt.4, p.1

The corporate sector's new focus on America's cultural diversity seems promising to many concerned with the advancement of women and minorities. It's helping to remove the blocks to evaluating individuals on an individual basis. Businesses, however, have a particularly difficult time evaluating performance at the higher levels to which women and minorities are demanding access. Beneath a facade of objectivity lurks an unscientific hodgepodge of subjective criteria that can prove daunting to aspirants outside the white-male caste that has led corporations historically. (abstract created from text of article.) (NEXIS)

Understanding and Managing Foreign-Born and Minority Employees

Ballard, Lynne; Kleiner, Brian H.

Leadership & Organization Development Journal (UK) v9 n4
1988 pp.22-24

The increase in foreign-born and minority employees in the US workplace challenges the management skills and styles originally developed for US-born workers. To maintain organizational cohesiveness and effectiveness, managers must be aware of the differences among foreign-born, minority, and nonminority employees. The most prominent distinction between employees is culture, which includes: 1. ways of thinking, 2. leadership and management styles, 3. employee motivation, 4. body language, and 5. attitudes toward humility, honesty, individualism, loyalty, and power. Managers also must recognize that language and communication skills, such as listening, verbal communication, and writing, can affect foreign-born and minority employee performance. In addition, employees' expectations about living in the US are not always realistic, and unrealized goals may disrupt performance. Cross-cultural management programs are needed to deal with these issues. References. (ABI/INFORM)

Managing the diverse work force.

Belfry, Mary; Schmidt, Laurie

Employment Relations Today v15 Winter 1988 p.335(5)

Demographic shifts are creating a diverse, female-and minority-influenced work force, and American businesses that adapt to these changes and effectively manage and leverage diversity will enjoy competitive advantages. Employers continue to resist change, however, and frequently have poorly directed affirmative action programs in which cultural differences are not focused on and expectations are not achieved. Successful

strategies taken by several firms in managing their diverse work forces are reviewed. Support from the top executive levels and maximum use of human resource professionals is always apparent in such organizations. The important elements in implementing diversification management are comprehensive training of employees at all levels, and integration of affirmative action awareness and activities throughout the organization.
(Management Contents)

Managing Multi-Culturalism in the Office

Elliot, Steve

Modern Office (Australia) v25 n4 May 1986 pp.22-23

Significant problems and misunderstandings due to different cultural backgrounds are to be expected in multinational organizations, but an office manager in Australia must also consider the possibility. Conflict occurs between people in their own countries, and people cannot be expected to drop lifetime values when they move. Even considering just the well-documented animosities, such as between Arabs and Jews, 5%-7% of Australia's population has the potential for conflict. In addition, this percentage is not spread evenly across the country, but is concentrated in the major cities. Being aware of potential conflicts is one help and may include considering how well a new employee will fit in and monitoring a potential conflict situation. It is important to remain impartial in a conflict and interview each side for the cause. The individual's tasks and performance standard must be explained to each. A little patience and tolerance can anticipate and resolve much animosity.
(ABI/INFORM)

Demonstrating empathy for foreign-born employees through openness and acceptance: a quasi-experimental field study.

Stull, James B.

Journal of Business Communication v23 Spring 1986 p.31(11)

The growing cultural diversity of the workplace in U.S. businesses presents a challenge for managers charged with effective communication with a multicultural workforce. In order to realize the full potential of foreign-born workers, managers must understand the different cultural approaches to problem-solving, decision making, leadership, motivation, change and achievement. The acceptance and openness of managers in their communication with foreign-born workers is explored, with it found that both U.S.- and foreign-born workers most appreciate openness and acceptance in their managers, and that they react most favorably when the feedback they receive is perceived as sincere. (Management Contents)

III. VALUING DIVERSITY

Workforce 2000

Horton, Thomas R.

Coal December 1989 p.102

The American Society for Personnel Administration conducted a survey of recent hiring experiences which revealed that half of those replying indicated difficulty in recruiting qualified executives and skilled technical personnel. Who will fill these jobs in the future? Women, Hispanics, blacks and immigrants. Because tomorrow's labor force will be much more diverse than today's, some organizations are already providing cross-cultural training to managers. Other initiatives organizations can take are: creative recruiting, effective retention, internal talent scouting, valuing diversity, and improving the work climate. (Abstract created from text of article.) (NEXIS)

Valuing Workplace Diversity

Copeland, Lennie

Personnel Administrator v33 n11 November 1988 pp.38,40

Leaders of the most successful US companies are acknowledging that affirmative action is good business and that respecting the rights of women, minorities, disabled, and older workers is a fundamental ethic. There are many reasons an employer should value diversity in the workforce. The US population is changing dramatically, with ethnic and racial minorities growing in numbers. Therefore, workplace diversity is not a matter of choice. Since the labor pool itself is shrinking, employers will have to set aside old definitions of suitability and employ people of different colors and cultures. In a firm that values diversity, workers will be less risk-averse and more able to express creativity. They will be playing to win, rather than playing not to lose. When workers come to acknowledge the valuable contributions of diverse employees, it will be easier to talk about and deal with differences. Diversity is good for business results, and managers will be able to manage more effectively after they understand and accept the differences inherent in a mixed workforce. (ABI/INFORM)

Valuing Diversity, Part 1: Making the most of cultural differences at the workplace.

Copeland, Lennie

Personnel v65 June 1988 p.52(7)

Discussions with about 100 line managers, equal opportunity professionals, and human resource administrators, and over 25 cross-cultural trainers and educators confirm that prejudice and cultural misunderstanding persist in the workplace. Resulting tensions can reduce worker productivity, increase the expenses of employee absenteeism, provoke litigation, and cause unrest. Employers cannot avoid the issue of cultural diversity, and they need to begin seeing it as an asset rather than a necessary evil. Companies that value diversity are also among the most successful financially. (Management Contents)

Valuing Diversity, Part 2: Pioneers and Champions of Change

Copeland, Lennie

Personnel v65 n7 July 1988 pp.44-49

The majority of today's managers are white males who had little exposure to other cultural groups when growing up, and their management training programs offered little to compensate for that limitation. However, companies are finding that they need more than the "politically, correct" racial and gender mix in their training programs; rather, the programs content needs to reflect that diversity. Companies can show that they value diversity by: 1. increasing the quality of recruitment of women and minorities, 2. guiding these employees in their career development, 3. training managers to deal with different genders and cultures, 4. encouraging minority employees to tell management what they need to succeed, 5. helping employees of varying backgrounds to form self-help groups, and 6. monitoring policies and systems to ensure they are sensitive to cultural and religious holidays. While most people think of race and gender issues when considering worker diversity, other potential sources of conflict exist between people of varying levels of education, areas of the country, and types of jobs. (ABI/INFORM)

IV. TRAINING A DIVERSE WORK FORCE

Making Workplace a Melting Pot Before It Boils Over; Corporate Cultures, Minority Cultures Don't Always Mesh.

Roel, Ronald E.

Newsday May 20, 1990 Business section, p.62.

During the 1990's, more than 80 percent of the nation's new workers will be minorities, immigrants and women, according to the U.S. Bureau of Labor Statistics. By viewing the diverse work force with anxiety, many managers add to the tension. Some companies, however, have moved beyond anxiety and animosity. Avon created a multicultural participation council and began providing workshops and seminars for middle managers to help identify "subtle negative assumptions" they might have about minorities. Recognizing diversity often means being sensitive to communication styles of different cultures. (Abstract created from text of article.) (NEXIS)

Managing Diversity--Unattended Cultural Melting Pots Can Reach Racial Boiling Point

Gupta, Himanee

Seattle Times April 23, 1990 p.D1

Many Seattle companies, including Boeing and Security Pacific Bank, are putting money and effort into hiring consultants and developing seminars to make workers more sensitive to cultural differences, and creating departments to manage diversity in their work force. Security Pacific Bank has committed \$800,000 this year and has hired a diversity manager to develop a mentor program that will help to bring women and minorities into management positions. Other Seattle companies are following suit. (Abstract created from text of article.) (NEXIS)

Managing a Diverse Work Force

Fowler, Elizabeth M.

New York Times April 10, 1990 Sec.D, p.17

Swain & Swain Inc., an outplacement firm based in New York City, held a preview of a two-day training program called Capitalizing on Diversity, which was attended by a group of human resource managers from major corporations. Swain is only one of a growing number of firms meeting the need for diversity training. (Abstract created from text of article.) (NEXIS)

Tomorrow's Work Force

Klein, Easy

D&B Reports v38 n1 January/February 1990 pp.30-35

Despite high unemployment among unskilled workers, the US is facing a labor shortage as it enters the 1990s. Unable to offer the high salaries and generous benefits that attract the most desirable people, small businesses can expect to feel the squeeze particularly. Small businesses will be forced to use the pool of people who might otherwise be excluded from the labor force. Many of the new jobs being created demand higher levels of skill than existing ones. Without a major effort to upgrade the education and training of unskilled workers, a disastrous mismatch could occur. A study prepared for the US Department of Labor, "Workforce 2000," offers the following projection for the US workforce at the turn of the century: 1. Workforce growth will slump to 1% a year in the 1990s. 2. The labor pool will become older, more female, and more disadvantaged. 3. Family needs will play an expanded role in hiring employees. These demographic changes signal a need for new initiatives and policies.
(ABI/INFORM)

Peak Performance

Dingle, Derek T.

Black Enterprise v19 n1 May 1989 pp.64-70

Three years ago, Charlene Roderick, a sales manager at Xerox Corp., participated in the Outward Bound Professional Development Program, in which corporate managers leave behind city comforts to rough it in the wilderness. When Roderick returned to work, she used her experiences in the program to invigorate her sales team. Corporations are using Outward Bound and other programs to teach their employees the principles of leadership, team-building, communication, and risk-taking. Corporations are responding to the challenges of the 1990s and beyond by seeking ways to create a core group of corporate leaders who will take the US into the next century, strategists who can develop a comprehensive agenda, tackle complex problems, harness resources, and motivate people. The American Institute for Managing Diversity Inc. shows top executives how to manage and retain a multicultural workforce and to exceed recruitment requirements to meet their companies' affirmative action goals. McDonald's and Federal Express have developed in-house leadership training programs. Graphs. (ABI/INFORM)

Some Firms Facing Facts on Work Force; Diversity Dictates Major Changes

Randle, Wilma

Chicago Tribune January 2, 1990 Business sec., p.1

By the year 2000 women and minorities will account for a majority of the work force. The pending change is spawning a new area of business opportunity: experts who are teaching businesses and organizations how to deal with a less homogeneous work force. A variety of programs and seminars are being offered to companies to help them formulate plans and programs to fully utilize the potential of their entire work force. Copeland Griggs Production has seen a surge of interest in its film series, "Valuing Diversity," and its three-day workshop on the same topic. The film series has recently been expanded from three to seven parts. Originally aimed at middle managers, the films have been revised to direct the message at first-line supervisors and top management as well. (Abstract created from text of article.) (NEXIS)

Women and Minorities: Is Industry Ready?

Schmidt, Peggy

New York Times October 16, 1988 Sec.3, p.25

Barbara Jerich, director of work-force diversity at Honeywell Inc., has attained an 85 percent participation rate for the company's managers in a two day program emphasizing the importance of understanding and valuing diversity. She believes that it is important to direct programs at all management levels. Management consultants and trainees who specialize in multicultural issues agree that even when top management is behind efforts to change corporate culture, line managers sometimes don't see the point of changing their behavior. Another problem is that after two decades of being told to treat employees equally, they are confused when told to recognize and value differences. (Article is created from text of article.) (NEXIS)

The Multicultural Workforce New Challenges for Trainers.

Abbott, Jan

Training & Development Journal v42 August 1988 p.12(2)

Employee trainers must learn to adapt to the increasing cultural diversity of the US workforce. Traditional training techniques such as maintaining a flexible schedule, handing out supplemental materials, beginning the training with personal introductions, or asking the trainees for their ideas may make the students feel

uncomfortable, or that the trainer is unprepared. Cultural misunderstandings can be avoided by learning about cultural differences that may affect the way in which trainees approach learning, focusing on demonstrating new skill and avoiding public feedback, distributing all materials well in advance of the training program, explaining in detail what is expected of trainees, not forcing friendly relationships to develop, and getting feedback through individual feedback, rather than through written reaction forms. (Management Contents)

Bias Busting: Diversity Training in the Workplace

Watts, Patti

Management Review v76 n12 December 1987 pp.51-54

Bob Mezoff, president of ODT Associates, trains managers to deal effectively with a culturally diverse workforce. Mezoff maintains that working professionals must aspire to flexibility in their communications with individuals of varying backgrounds, and he contends that people can easily modify their behavior to achieve such flexibility. Mezoff has developed a model for improving relations among people of different cultural backgrounds. The model involves 4 steps: 1. understanding that cultural differences exist, 2. developing self-acceptance of one's own cultural background and style, 3. learning about other cultures, and 4. aspiring to flexibility. Mezoff believes that denial is a significant obstacle to overcoming prejudice. Managers need to recognize and act upon the various forms of discrimination based on sexism and class differences as well as oppression within minorities themselves. (ABI/INFORM)

V. CASE STUDIES

Sharing the Dream

Offen, Neil H.

Association Management v42 n5 May 1990 pp.63-65

The American Society of Association Executives' (ASAE) Task Force on Diversity in Association Management gathered information on women and minorities involved in association management. A survey questionnaire was completed by 465 chief executive officer (CEO) members of ASAE. It was found that 94.3% of the CEOs were white and 33% were female. Women make up 67% of associations' professional staff, while blacks constitute 11%, Hispanics 4.3%, and Asian-Americans 2.9%. As a result of the study, the ASAE Board broadly defined diversity, adopted a policy statement setting the goal of increasing ASAE's membership diversity, and created a committee to monitor implementation of task force proposals and provide leadership. The Board will review these activities as they are proposed: 1. membership, 2. leadership, 3. publications, 4. education, and 5. public relations. An ASAE officer will be assigned as a liaison to the Committee on Diversity in Association Management to ensure that its work receives priority leadership attention. (ABI/INFORM)

Firm Makes Racial Revolution from Top Down

Maraniss, David

Washington Post March 8, 1990 p.A1

Ed Woolard, DuPont's new chairman and CEO has emerged as a champion of a movement within the company to increase awareness of the value of blacks and women in the executive work force. As markets become global, large companies such as DuPont see the advantage of having multicultural work forces. One example of changes at DuPont is the finance division's Committee to Achieve Cultural Diversity, which made proposals which were quickly adopted, setting up mentoring and career development systems for blacks and women. What Woolard is doing at DuPont to make managers more sensitive to cultural diversity is seen by some as nothing short of revolutionary, but Woolard says, "My idea is just to use the enormous talent we have--all of it." (Abstract created from text of article.) (NEXIS)

Managing Work-Place Diversity...The Wave of the '90s

Williams, Mary V.

Communication World v7 n1 January 1990 pp.16-19

Managing Diversity is just one of many titles for new programs and strategies under way in several US corporations. These new terms are used by human resources and affirmative action professionals who are leading their companies' efforts to adopt positions where cultural diversity in the workforce is valued and used as a competitive advantage. Communicators are being placed in the position of helping management convey its commitment to the new strategies. Changing demographics in today's workplace indicates that managing diversity is far from a passing fad. Ethnic and racial minority populations in the US will grow at a rate 7 times faster than the population as a whole. Many organizations are not waiting to begin examining their ability to attract and retain qualified female and minority employees. United Way of America initiated the Project Blueprint Program in 1988 to assist local United Ways in accelerating the involvement of Asian, black, Hispanic, and Native American Indian volunteer policymakers on United Way agency boards and committees.
(ABI/INFORM)

The Corporate Response to Work Force Diversity

Solomon, Charlene Marmer

Personnel Journal v68 n8 August 1989 pp.42-53

In recognition of changing workforce demographics, large companies such as Xerox Corp. and Procter & Gamble Co. have created programs to deal with a multicultural, diverse workforce. These multicultural programs generically are called workforce diversity management, and they encompass employee recruitment, management, and retention. Any company that wants to maintain a competitive advantage needs to know how to manage a wide group of people. Most training programs combine role playing, exercises, lectures and discussions, and group experiences. The philosophy of Hewlett-Packard is that a diverse workforce is an asset. McDonald's teaches cultural information from a value-added point of view so that management can see how to work in a diverse environment. Because 73% of Avon Products' managers are women, the company is sensitive to diversity-related issues. References. (ABI/INFORM)

No, You Don't Manage Everyone the Same

Braham, Jim

Industry Week v238 n3 February 6, 1989 pp.28-35

A growing number of progressive companies, such as Wang Laboratories and Mobil Corp., are recognizing the differences among workers. By identifying and discussing stereotypes about races, national origins, and gender, these firms are preparing their managers to deal with the trend toward a workforce made up of more minorities and women. Companies need to value the diversity of their employees and learn to manage everyone fairly. Wang Laboratories already has put over 1,000 managers through its managing-diversity training program. Diversity training is not expected to change lifetime attitudes. Its purpose is to make managers aware of the issue. Wang's program is built on: 1. behavior awareness, 2. acknowledgement of biases and stereotypes, 3. focus on job performance, and 4. avoidance of assumptions. Mobil has been conducting a 3-day valuing-diversity program for managers and supervisors.

(ABI/INFORM)

VI. ADDITIONAL SOURCES: BOOKS AND AUDIOVISUAL MATERIALS

A. BOOKS

Blacks in the Workforce: A Black Manager's Perspective

Becknell, Charles E.
Horizons Communications, 1987 95p.

Civil Service 2000

Johnston, William B.
Office of Personnel Management, Career Entry Group, 1988 54p.

By the Hudson Institute. William B. Johnston, principal author. Outlines the expected demographic changes in the federal work force and the changes in skills that the government will need between now and the year 2000. Includes an appendix which discusses federal child care programs and policies.

Demographic Trends and the Scientific and Engineering Work Force, a Technical Memorandum

U.S. Congress, Office of Technology Assessment, 1985 153p.

Explores the effect that changes in the size and composition of the American population may have on the science and engineering work force. Efforts to improve access to scientific and engineering careers for disadvantaged groups are also discussed.

Ethnicity and the Work Force

Van Horne, Winston and Tonnesen, Thomas, eds.
Ethnicity and Public Policy Series, vol. 4
UWI IRE, 1985 222p.

Innovating to Compete: Lessons for Diffusing and Managing Change in the Workplace.

Walton, Richard E.
Management Series
Jossey-Bass, 1987 380p.

Opportunity 2000: Creative Affirmative Action Strategies for a Changing Workforce

Hopkins, Kevin R.

U.S. Department of Labor, Employment Standards Administration,
1988 195p.

Prepared by Hudson Institute, Indianapolis, Indiana. Project Directors: Kevin R. Hopkins, et al. Includes sections on: the American labor market's emerging challenges; work and families; minorities and the economically disadvantaged; disabled workers; workers with AIDS; older workers; veterans in the civilian workforce; and a human resources approach to affirmative action.

Workforce 2000: Work and Workers for the 21st Century

Johnston, William B.

U.S. Department of Labor, Employment and Training
Administration, 1987 145p. Ref HD8072.5.J64

Published by the Hudson Institute, Herman Kahn Center, Indianapolis, Indiana. William B. Johnston, Project Director. Predicts trends for the next 15 years and discusses policy issues. Recognizes six challenges: stimulating world growth; improving productivity in the service industries; improving the dynamism of an aging workforce; reconciling the needs of women, work, and families; integrating Blacks and Hispanics fully into the workforce; and improving workers; education and skills.

B. AUDIOVISUAL MATERIALS

Management, Motivation and the New Minority Worker

Roundtable Films, Inc., Beverly Hills, CA
S8MM Cartridge optical sound. 30 minutes
Color or black & white

Explains that minority workers present problems to many leadmen, supervisors and foremen. Utilizes role-playing and reverse role-playing with commentary by a multiracial panel to dramatize the sensitive areas of the culture gap.

Race and Sex Discrimination in the Workplace

MTI/Coronet Film & Video, Northbrook IL
VHS 30 minutes

Provides help in assessing the presence of discrimination in the workplace and helping employees to eliminate race and sex discrimination.

Managing Diversity

Copeland-Griggs Productions, Inc.

7 videos 30 minutes each \$500. each

Designed to be used as training tools for all aspects of work force diversity issues.

Bridges

BNA Communications Inc., Rockville MD

8 videos 20-30 minutes each \$950 each

Designed to be used as a training tool on various aspects of cultural diversity issues, including intercultural communication and individual vs. corporate culture.



EPA HEADQUARTERS LIBRARY MANAGEMENT COLLECTION

List of Management Bibliographies

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by Anne Twitchell, June 1990
EPA/IMSD-90-007
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by Anne Twitchell, March 1990
EPA/IMSD-90-005
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by Anne Twitchell, December 1989
EPA/IMSD-89-009
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by Anne Twitchell, September 1989
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by Mary Hoffman and Anne Twitchell, revised May
1989
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